

SCRIPTING BUSINESS SUCCESS

DEVELOPING BUSINESS PLANS & WORKFORCE MANAGEMENT PROGRAMS

Module VI

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Module VI Overview

Module six was developed for entrepreneurs seeking to establish coaching practices. In this module, you will learn about your skill sets as a business owner, and the fundamentals of building a business plan. Important to this module, whether a business owner or HR specialist or coach working in an established company, is maximizing customer service and retention.

Due to popular demand, this module now also includes a section for HR Professionals, College Counselors, Employment Readiness Counselors, Outplacement/Career Services providers, and Corporate Coaches.

Section two includes tips for you as a coach, to manage well, and care for yourself, no matter if you are self-employed or working for a company.

|| SCRIPTING BUSINESS SUCCESS: THE OVERVIEW

“Tentative efforts lead to tentative outcomes. Therefore, give yourself fully to your endeavors and determine to pay the price of a worthy goal. The trials you encounter will introduce you to your strengths. Remain steadfast... and one day you will build something that endures; something worthy of your potential.”

The Thrill of Victory

Almost nothing can be more exciting than owning and operating your own business enterprise. The thrill of freedom, independence, control, and the abundance of self-reward and financial riches are the innate dreams of the human spirit. And, in today’s “never a job-for-life again” labor market, many people are thinking about, and opting for, their own business enterprise. The life of a successful entrepreneur can be a rewarding one, indeed.

And The Agony of Defeat

If you are considering entrepreneurialism as a career option, you obviously understand that your business enterprise will exist within the methodical nature of a ‘capitalist’ philosophy based on the free market system. Interestingly enough, the free market system is not free – it has its costs. The high price we pay for the free market system is that it provides an environment susceptible more for failure than success. Surveys confirm that 80% of businesses fail within the first four years (the majority failing in the first 12 months) and the remaining 20% fail within the next four years. Out of 25 businesses that open doors today, only one will be in business six years from now.

Hard Work

Scripting a business plan and constructing a business is hard, long work. It requires perseverance and diligence.

Everyone asks, “How do I get started?” Well, surveys reveal that 75% of all business owners start their business while working a full-time job. So, if you are currently employed, capitalize on starting your business while you are drawing a paycheck and offer special services and coaching sessions for individuals who are also currently employed, after hours. Create a special niche and offer Career Coaching services on evenings and weekends, to ensure client confidentiality (they do not have to take off work for sessions). Plan a mailing campaign to introduce

your new services and highlight “Comprehensive Career Coaching Services – available after regular work hours”, so you do not compromise your current position...

Or, you may want to offer your new Career Coaching services as a promotional engagement, i.e., “Buy a Résumé and Receive Assessment Testing at ½ off During December.” Once your client base is established and referrals start to roll in, you can change your marketing campaign (see marketing in business plan below).

The Fundamentals

Building a Career Coach practice is a system that provides the “fundamentals” for building and growing a successful business enterprise. An entrepreneur is defined as *“somebody who sets up and finances a new commercial enterprise to make a profit.”* As you build your practice, to coach clients to career success, you may not think about “building a commercial enterprise which results in profit.” Not only do Career Coaches provide coaching and résumé writing services for their clients, but also, as a sole proprietor, you manage a company/ and commercial enterprise.

****Note to those who are employed by a company – business plans and the fundamentals of entrepreneurship apply to those who are already employed by a company – you may be able to use this material to work better and smarter in your current position (or help your boss build his business, which in turn should benefit you), or position yourself for growth as an entrepreneur in the future.****

No one source alone can furnish the plethora of information, data, and materials needed to start, purchase, grow, and/or manage a highly profitable and successful organization. As one studies the thousands of successful entrepreneurs from Hewlett and Packard to the Wright Brothers; from Henry Ford to Bill Gates; or Michael Jordan to Madonna – success can be measured in the small differences known as fundamentals that make the big difference between profits and bankruptcy. The particulars are different for everyone and every enterprise. The particulars for operating a McDonalds franchise are different from the particulars for running a Minuteman Press printing franchise. But the fundamentals are the same for a sole proprietor operation or a major company with many personnel (and you never know when your business may cause you to consider hiring personnel or expanding to a storefront, for example):

-
- Fundamental 1: FOCUS ON: The Business and its Purpose
- Fundamental 2: FOCUS ON: The Owners and their Philosophy
- Fundamental 3: FOCUS ON: The Market / Customers & their Expectations/Desires
- Fundamental 4: FOCUS ON: The Employees and their Needs
- Fundamental 5: FOCUS ON: The Partners and their Needs
- Contractors / Vendors
 - Professional (Legal, Accounting, Banking, etc.)
- Fundamental 6: FOCUS ON: Systems
- Fundamental 7: FOCUS ON: Growth and Innovation
- Fundamental 8: FOCUS ON: Creating a Functional, Action-Oriented Business Plan
- Fundamental 9: FOCUS ON: Implementation and Measurement of the Plan
- Fundamental 10: FOCUS ON: Growth and Innovation
- Fundamental 11: FOCUS ON: Implementation and Measurement of the Plan
- Fundamental 12: FOCUS ON: Growth and Innovation

|| HOW MANY HATS DO YOU WEAR?

As a Career Coach, you may wear many hats:

- Career Coach
- Group Coach
- Lifestyle Coach
- Succession Coach
- Retirement Coach
- Trainer
- Résumé Writer
- Assessment Tester
- Interview and Salary Negotiation Coach
- Dress for Success Coach
- Business or Career Coach
- HR Professional
- Career Transition Specialist
- Other/specific to your business

As a sole proprietor/entrepreneur or corporate employee, you may wear many other hats:

- Business Manager
- Marketing/Advertising Manager
- Copy Writer/Editor
- Web Master
- Sales Manager
- Bookkeeper/Tax Accountant
- Personnel Supervisor
- Public Speaker
- Administration / Office Management
- HR Specialist
- Other/Specific to your business

During the course of a regular workday, you may switch hats frequently. If you are self-employed, you will not only be a coach, but a business manager – an entrepreneur. You now have the added task of constructing and maintaining a business, in addition to using your coaching skills.

*You are now **responsible** for selling your services and retaining customers to ensure income.*

Review the 'hats' listed above and place the 'hats' in order of your abilities (highest skill level in a 'hat' as #1):

Order your 'hats' according to your ability (Career Coach):

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

Order your 'hats' according to your ability (Business Management):

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____

7)

8)

9)

10)

Now, order your 'hats' according to what you enjoy doing the most: (Career Coaching):

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

Now, order your 'hats' according to what you enjoy doing the most: (Business Management):

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

When you are finished with the above two exercises, go back and match the sections: make a list of those items that you are skilled at and those items that you enjoy the most, in order:

Career Coaching

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

Business Management

1)

2)

3)

4)

5)

6)

7)

8)

9)

10)

The top two or three items on each list indicate that you are skilled at it and you enjoy doing it. The items further down on each list, indicate that you are not as skilled and you may not enjoy it as much. To prevent wearing too many 'hats' or becoming burned-out, you may consider obtaining outside help for those 'hats' that you do not enjoy or you may not be as skilled at. For example, if you don't enjoy bookkeeping, you may want to hire a bookkeeper to manage your books. The time and frustration it saves you may well be worth the money invested.

If you are not as skilled as an interview trainer or assessment tester, you may either want to obtain specific training and education to boost your skill sets and receive specific credentialing, or partner with another Career Coach who can provide those services to your clients for a referral fee or reciprocal arrangement.

Entrepreneur or Technician Evaluation

“Hard things are put in our way, not to stop us, but to call out our courage and strength”. -Anonymous

The following is a list of competencies and traits that successful entrepreneurs seem to possess consistently. If you are considering becoming self-employed – this is a good start to evaluate whether you have these competencies and traits. Though all are important characteristics, 26 through 37 are critical for achieving personal and financial fulfillment.

1. I AM OPTIMISTIC	YES	NO
2. I AM A DREAMER	YES	NO
3. I AM A CONTRARIAN	YES	NO
4. I AM NOT AFRAID TO FAIL	YES	NO
5. I AM RESOURCEFUL - A GOOD PROBLEM SOLVER	YES	NO
6. I AM A VISIONARY	YES	NO
7. I AM A LEADER OF PEOPLE	YES	NO
8. I ENJOY SELLING AND PROMOTING	YES	NO
9. I AM A RISK TAKER	YES	NO
10. I DEAL EFFECTIVELY WITH STRESS	YES	NO
11. I AM HIGHLY MOTIVATED	YES	NO
12. I AM DETAILED ORIENTED	YES	NO
13. I AM GOOD WITH NUMBERS/FINANCE	YES	NO
14. I AM HIGHLY ENERGETIC	YES	NO
15. I HAVE ENTREPRENEURIAL TENDENCIES	YES	NO
16. I AM A HIGHLY FOCUSED INDIVIDUAL	YES	NO
17. I AM HIGHLY COMPETITIVE	YES	NO
18. I READ NON FICTION MATERIAL	YES	NO
19. I DELEGATE WELL	YES	NO
20. I AM DRIVEN BY SUCCESS	YES	NO
21. I AM <u>NOT</u> A WORKAHOLIC - I WORK TO LIVE	YES	NO
22. I AM A POSITIVE PERSON (People like being around me)	YES	NO
23. I AM STREET SMART	YES	NO
24. I AM ABLE TO SEE BIG PICTURE & SMALL DETAILS	YES	NO
25. I WORK EFFECTIVELY WITH COMPUTERS / INTERNET	YES	NO
26. I LIKE SYSTEMS - METHODS OF OPERATION	YES	NO
27. I ENJOY OVERCOMING ADVERSITY / NO FEAR	YES	NO
28. I FINISH WHAT I BEGIN / GOAL ORIENTED	YES	NO
29. I LOVE TO LEARN AND GROW	YES	NO
30. I AM IN GOOD HEALTH	YES	NO
31. I AM WELL DISCIPLINED / ACTION ORIENTED	YES	NO
32. I PARTNER WELL WITH OTHERS	YES	NO
33. I HAVE A LOVING & SUPPORTING SPOUSE	YES	NO
34. I AM A HIGHLY EFFECTIVE COMMUNICATOR	YES	NO
35. I TAKE PERSONAL RESPONSIBILITY	YES	NO
36. I HAVE FAITH IN MYSELF	YES	NO
37. I HAVE FAITH IN MY CREATOR	YES	NO

Building a Business or a Job?

Most successful businesses (or programs) start with an idea, goal, dream, and plan. Then you need motivation and perseverance to guide the ideas to fruition. These exercises are just as important for you and your business or your employer/office, as they are for your clients who seek to become self-employed entrepreneurs.

Why do I want to go into business for myself? Or, Why do I want to create a new program in my office?

(1-2 two short sentences – Be sharp, clear, and concise)

My purpose for starting a business or program:

1) To inspire my life:

(How will a business venture inspire my life?)

2) For wealth-building:

(How will a business venture reward me financially?)

3) What is my definition of success?

(Financial, quality of life, spiritual?)

Identify my 10 greatest strengths / assets:

- | | |
|----------|-----------|
| 1) _____ | 6) _____ |
| 2) _____ | 7) _____ |
| 3) _____ | 8) _____ |
| 4) _____ | 9) _____ |
| 5) _____ | 10) _____ |

Identify 5 strengths and assets that others say about me:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

What strengths do I need to build my business?

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

How can I use my strengths to become successful in business or build career coaching services for my employer/current clients?

-
- 1) _____
 - 2) _____
 - 3) _____
 - 4) _____
 - 5) _____

Identify 5 areas I need to improve upon:

- 1) _____
- 2) _____
- 3) _____
- 3) _____
- 4) _____
- 5) _____

Identifying and Defining the Practice

Career Values

(What is most important to me in the business enterprise? Making lots of money, helping people land jobs, lots of family time, autonomy, writing, speaking, etc.?)

- | | |
|----------|-----------|
| 1) _____ | 6) _____ |
| 2) _____ | 7) _____ |
| 3) _____ | 8) _____ |
| 4) _____ | 9) _____ |
| 5) _____ | 10) _____ |

What environments would I enjoy working in?

(At home, outdoors, in a busy office)

Research Requirements

(What do I need to research to build my business?)

Understanding the 15 Major Killers to Business Success:

- Poor planning
- Insufficient capital
- Lack of experience
- Inventory mismanagement
- Taking too much salary
- Poor customer service
- Poor record keeping
- Inadequate marketing efforts
- Doing it alone
- Not addressing the “unexpected”
- Poor location
- A/R mismanagement
- Partnership challenges
- Entrepreneur v. technician
- Lack of commitment

Feasibility Evaluation

1. Do your goals meet your values?	Yes	No
2. Do you have a long-term vision?	Yes	No
3. Evaluated potential obstacles?	Yes	No
4. Meet your financial needs (long/short term)?	Yes	No
5. Shared ideas with other "opened minded" advisors?	Yes	No
6. Are you excited and enthusiastic about your idea(s)?	Yes	No
7. Have you reviewed and addressed the "15 Killers" above	Yes	No
8. Have you completed a "T-Bar" or "Pro / Con" assessment analysis?	Yes	No
9. Are you ready to write a business plan?	Yes	No
10. Are you prepared to move forward with passion/commitment?	Yes	No

Determining Market Conditions

What are the market conditions - now and in the future - that lead you to believe your business enterprise will be successful and thrive?

Initial Assessment of Financial and Capital Resources

Have you performed the initial due diligence in regard to financial and capital resources needed now and in the future to ensure success? Write down the results of your research. What are your safety nets and exit strategies?

See the Outcome at the Outset

“Begin with the End in Mind” - Stephen Covey

On the following page, take time and visualize how your business enterprise will look when you have achieved success. Be clear, concise, accurate, and highly detailed. In 1, 3, 5, or 10 years from now when you are done constructing your business, how will it look? This may also serve as the summary for your formal written business plan.

Name of the Company

Type of Company

Details

|| BLUE PRINT FOR SUCCESS: THE BUSINESS PLAN

"It is hard to build a new business, but it will get easier in time. You have to crack through the ice before you can lower the fishing line." – Paul Barrett, author of Business Sense

SYSTEMS – THE SUCCESS BEHIND ALL SUCCESS

Systems and processes ensure performance. Discretion and deviation ensures chaos. Review the business opportunity that you are considering and in the space below – identify the system or process you will incorporate in your business that will guide you to success.

- McDonalds uses a high-impact success system
- Federal Express uses a high-impact success process
- Disney uses a high-impact success system
- The Ritz Carlton uses a high-impact success process
- Nordstrom's uses a high-impact success system

Name of Your Company / Type of Company

The System (Describe the system(s) you plan to use/implement)

Components of the System

|| BLUE PRINT FOR SUCCESS: THE BUSINESS PLAN

Developing a Practical Mini Business Plan

Hopefully, you have spent countless hours thinking, dreaming, and visualizing your business idea / business enterprise. You have done your initial due diligence (including the Feasibility Evaluation), understand the 12 Fundamentals, and have the full complement of resources, including a master team of advisors at your disposal, to provide you an above average chance of achieving the success you aspire to. Now is the time to take your ideas, notes, and all preliminary material and develop a mini business plan to further determine the viability of your idea / business enterprise. Once the plan is completed, it will provide you with the basic roadmap to success. The purpose of putting a business plan together is to develop a comprehensive and targeted plan on which to act. A plan without action and an abundance of energy and drive behind it, is nothing more than a “mirage of the mind,” an illusion of the spirit.

The plan will be a short one – in terms of written material. However, it will require a tremendous amount of concentration, focus, discipline, and introspection. It will take creativity, persistence, expert research, and analysis. And in the end, it will require your close attention to detail in terms of running conservative numbers to ensure financial feasibility.

Follow the outline below – and take no short-cuts. Quick fixes are seductive and treacherous. A towering skyscraper can only be constructed with thoughtful blueprints. A towering career business enterprise also needs a thoughtful blueprint. Your mini business plan is the start of your blueprint for business success achievement.

Mini Business Plan

The BLUEPRINT for Scripting Business Success

Mission Statement

What is the mission of your business?

(How will your purpose unfold?)

What will clients say about your services/products, if you are successful at meeting your mission statement?

Products & Services

What is the nature of the company?

(Provide a brief history and general overview.)

What are the products and/or services that you are offering?

(Create a detailed list of products and services. Also, think about how you can expand that list to include “add-on” items. Products and services may include résumés, federal résumés, cover letters, assessment testing, Career Coaching, interview training, and passive services including résumé circulation and speaking engagements.)

What is the proposed business, if new, or present status of the existing business?

What is the industry size and growth rate?

What are the strategic opportunities that exist - and what makes you think this is a financially feasible and responsible business venture?

What are the markets and who are the customers you plan to target?

(Do you have a niche clientele? Do you have a specific expertise within Career Coaching, i.e., medical professionals, military, sales and marketing professionals, executives, internal corporate coaching, or students?)

Where / what is the location of the business - and what part does location play?

(Will you work at home or maintain a store front or executive suite? Will you meet with clients or offer virtual services?) (I once lived in Anaheim, California, and worked at Disneyland. I longed to create a restaurant on the corner of Beach Boulevard and Ball Street, and call it "The Beach Ball." Location would have been key in this enterprise!)

What is the "technology position?"

(How does technology integrate / support the enterprise?)

Marketing and Business Development

Describe your typical customer and prospective customer:

(Age, financial bracket, gender, niche clientele, etc.)

Describe your typical customer's needs / buying patterns:

(A "must" or a "should?" – economic factors, seasonal, etc.)

Describe your pricing strategy:

(Highball / lowball, per hour, per package, etc.)

Describe your financial resources and how they will affect your marketing strategy:

(Abundance of resources – TV, radio, and print media / Limited resources – referrals, networking, and PR)

What do you do that would entice a prospective (or current) customer to use your product/service over the competition? In other words, what makes your product/service unique in the eyes of the consumer?

Advertising & High Impact Marketing

Think positive and motivate the reader or listener to action. Define your niche clientele and Brand your characteristic or distinctive kind – indelibly impress your message and stigmatize your clients and potential clients with your work. Branding means a mark made by burning with a hot iron. The mark remains forever. Make your Mark as a Career Coach and own your niche clientele.

Branding creates an image in the mind – a complete and cohesive message. Early branding of products started with Coca-Cola, which presents the image of feeling good, and Quaker Oats which brings comfort. The labels are easily recognizable

The AIDA Formula for Advertising

To help you Brand your Career Coaching business message, use the AIDA formula:

1) Grab the prospect's ATTENTION

2) Deepen the prospect's INTEREST

3) Increase the prospect's DESIRE

4) Motivate the prospect to ACTION

Write a headline (like a commercial advertisement) that will incorporate all aspects of the AIDA formula to brand your message:

Write a telephone voice mail script that will incorporate all aspects of the AIDA formula:

What do you perceive as “obstacles” to effective marketing and how do you propose to overcome them?

(Limited financial resources, poor networking skills, etc.)

Three Ways to Build and Expand a Business

How will you market and invest your marketing dollars?

1) New Customers

- Direct marketing (U.S. mail or E-mail)
- Advertising (Print media / TV / Radio / Internet / Website / Billboards / Yellow Pages, etc.) – ensure your written marketing materials are professional with an excellent graphic design...brand your company, services, and self.
- Special promotions and events
- Referral networks
- Networking forums (in person and via Social Media) – relationship building
- Public relations (don't forget to use press releases for every achievement, new idea, or opportunity to get your name across the desk of a public relations official or editor; and or use a Blog or Twitter to promote achievements)
- Telemarketing
- Public speaking
- Professional positioning (Positioning your company as THE industry leader)
- Articles and interviews
- Creative marketing techniques (e-newsletters, coupons, free seminars, building alliances, other – specific to your company)

What are the best methods for increasing your client base?

2) Increase the Amount of the Average Sale

- Up-sell or cross-sell products/services
- Bundling products/services
- Re-position products/services as “up-scale” products/services
- Increase price
- Expand product/service line
- Offer larger quantities

What are the best methods for increasing the amount of the average sale for your business?

3) Increase Frequency of Purchase

- Increase frequency of email and direct mail marketing efforts
- Increase overall telemarketing/phone efforts
- Building strategic partnership and alliances
- Special promotions
- Expand product/service line
- Use price incentives

What are the best methods for increasing the frequency of purchase for your business?

Don't forget that you are marketing every time someone hears your voice – on the phone, on your voice mail, in public – or when they read about you on the Internet or in print media. Use every opportunity to Brand your business message.

Maximum Customer Service & Retention

Applying Six Sigma principles, and receiving feedback from your clients, you can deliver superior products and services that are consistent for each client.

Six Sigma says that clients value consistent, predictable business processes that deliver world-class levels of quality. According to Six Sigma philosophy, the idea is to seek quality for the customer, where the customer can expect performance, reliability, competitive processes and on-time delivery...every time...to delight the customer. *If you don't do it... someone else will.* You need to look at your business from the customer's perspective. Look at your processes, ask for feedback, refine your processes, and deliver consistent, quality products, and services. Design your processes, services, and products to meet your clients' needs.

Building Client Confidence

As you work one-on-one with clients, professionalism and thoughtfulness will gain their confidence in the process. Professionalism in customer service includes high ethical standards, solid character, cordiality, and respectability.

- **Marry your customers (Make them feel important)**
(Are you available to answer phone calls, are you able to return phone calls promptly, do you speak their career language, do you listen to them more than you speak?)

- **The Pursuit of WOW (What causes your clients to say, "WOW! I love your company/product/service?"**

- **Surveys and feedback**

- **Innovation (What makes you stand out from the crowd in business?)**

- **Continuing education and credentials (List your credentials and goals for continuing education)**

- **Make doing business with you fun and exciting (Indicate how you can make this happen for your clients)**

What methods will you use to build customer confidence and loyalty?

How much value do you add to your clients' needs?

How do you add that value?

(What does your client gain by working with you?)

What is your number one customer-service technique that keeps clients returning?

(How do you know – what system do you have in place to monitor the number of referrals you receive, or determine why clients come to you for service, or return to you for service?)

Surveys and Feedback

It is essential to glean specific information from clients regarding their estimation of your services – good or bad (whether you are self-employed or work for a company – surveys will help refine services and products). Again, this feedback allows practitioners to make changes to better accommodate clients, modify, add, or delete services to better meet client needs, improve or expand advertising to target specific niche clientele, or make other changes as necessary to increase profits, boost productivity, or improve client relations.

Asking clients to complete a post-service feedback form may provide guidance in making appropriate changes or modifications to business practices that can enhance your business operations. You may, for example, decide to partner with a résumé writer (if you are primarily a Career Coach) to better suit your client’s needs, or you may decide to delete assessment testing from your service list, as you can outsource that service to someone certified in specific assessment testing specialties.

At the conclusion of a résumé or Career Coaching project, you may want to send the following feedback form to your client to use as an evaluation tool for your business (use a scale of 1 to 5. One: did not like, not very good, or disagree. Five: like a lot, very good, or agree):

I was pleased with my résumé and written materials 1 2 3 4 5

I applied the career search campaign techniques you taught me 1 2 3 4 5

My written documents were completed on time 1 2 3 4 5

My new employer was impressed with the résumé 1 2 3 4 5

I circulated _____ résumés

Overall, I was satisfied with the services I received 1 2 3 4 5

Would you recommend the services of this company? 1 2 3 4 5

How did you find this company? Referral Web Site Yellow Pages

Did you conduct your career search campaign online or hard copy?

What percentage did you use online circulation for your résumé:

10 20 30 40 50 60 70+

What percentage did you use hard copy résumé circulation

10 20 30 40 50 60 70+

Did you use a cover letter: Y N

What percentage of the time

10 20 30 40 50 60 70+

What was the most important aspect of your career search that we helped you with (i.e., career search, research, dress for success, interview training, goal planning, assessment testing, résumé writing, career search campaign strategy, salary negotiations, résumé circulation, other _____?):

How long was your career search? Weeks: Months:

How many interviews did you receive? _____

How many offers did you receive? _____

What company did you accept a position with?

What industry is the company/new position in?

What is your job title?

What is your new salary?

Did you make a career change? (from what industry to what industry):

Before you contacted our company, how many months/weeks did you circulate your résumé?

SUCCESS VALIDATION

The above information is an excellent source of feedback to adjust business practices and determine the direction of business operations. When the above questions are answered with a positive response, the information can be used as Success Validation Stories for websites, brochures, and other advertising including in-office portfolios. You may want to consider creating “Success Validations” that can be formatted and used in promotional materials and returned to the client, so they can view their success.

The “Success Validation” page may only include certain questions and answers—highlighting success in the process of the career search:

Original Career Search (in months):	8 months
Industry:	Manufacturing
Position Title:	Production Supervisor
Salary:	\$51,000 (no benefits)
Number of Résumés Circulated:	150
Number of Interviews:	0
Number of Job Offers:	0

After working with our company including Career Coaching, a new résumé and career search documents (cover letter, recruiter letter, T-letter, thank you letter, salary history, and salary requirements letter), here are the following results:

Career Search with Company:	4.5 Months
Number of Résumés Circulated:	65
Number of Interviews:	4 (plus 3 telephone interviews)
Number of Job Offers:	2
Industry:	Logistics
Position Title	Director of Logistics and Production
Salary Increase:	+ \$11,000 (plus full benefits)

Operations and Systems of Operations

Organization and systems are critical to any business enterprise. Below are listed areas of business concerns that must be addressed for your business to be successful (there may be other areas of concern that are not listed - that you will want to include).

If you operate your practice as a business, even if you are the only employee, you will have a business plan and operating manual (Standard Operating Procedures) that anyone could read and refer to, to run your business in your absence. If your colleague was asked to operate your business while you took an extended vacation, would they know their way around your office? Where would they find your client files? Where would they locate receipts and financials? How would they send out an introduction letter or service agreement? A well-written manual/standard operating procedure with templates for résumés, cover letters, marketing letters, welcome letters, service agreements, worksheets, and any other documentation that is frequently circulated, should be identified in the standard operating procedures.

What standard operating procedures would someone reading your operating manual need to follow to effectively run your business for a month?

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

11)

12)

13)

14)

15)

16)

17)

18)

19)

20)

What are your company policies that can't be broken?

(i.e., never start a project without a client's signature, charge clients who are no shows – as stated in service agreement, etc.)

1)

2)

3)

4)

5)

6)

7)

8)

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14)

15)

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17)

18)

19)

20)

Team Operations

As your business grows, you may require the assistance of other experts. Use these forms/exercises to develop team members and support systems:

<i>Title</i>	<i>Name of Person to Fill Spot</i>	<i>Comments</i>
Operations Manager		
Finance Manager		
Technology Manager		
Sales and Marketing Manager		
HR Manager		
Research and Development Manager		
Customer Service Manager		
Other ()		
Other ()		

Management Team

(List your executive management team / board of directors)

Name	Title	Comments

Record Keeping (A most important aspect of a successful business enterprise). You may want to engage the advice of a bookkeeper, tax accountant, or financial planner. You may consider using financial software to manage your books.

1) Financial / MIS (G/L; A/R; A/P; expense receipts; payroll; cash control; payroll/sales taxes, etc.):

2) Sales / Marketing (Business tracking; commissions; customer service records; etc.)

3) Operational (Purchases, inventory requirements, quality control records, customer tracking, etc.)

4) Other

Operations - Other

Legal

Accounting

Insurance

Security Issues (theft - employee/customer)

Financial Documents

The best business plans are supported by strong and viable financial statistics that when projected, indicate that the business has the financial strength to grow and meet profit objectives. There are three main financial components/reports that will be addressed in this section.

- 1) Pro-forma - 3 year income projection with breakeven analysis
- 2) Cash flow analysis - 3 year projection
- 3) Capital needs assessment - start-up costs

1) Pro Forma - 3-year income projection (with breakeven analysis)

INCOME	Year 1	Year 2	Year 3
Gross sales			
Cost of goods sold			
Gross profit margin (Gross sales less CGS)			
EXPENSES	Year 1	Year 2	Year 3
Variable			
Fixed			
Total expenses (Variable + Fixed Expenses)			
Net income before taxes (Gross profit margin Less Total expenses)	Year 1	Year 2	Year 3
Net income after taxes (Net income less taxes)	Year 1	Year 2	Year 3

(This abbreviated report should be supported by three, one-year projection reports that depict activity over 36 months – each year showing 12 individual months of activity). *This is a sample. You need to create these reports according to your business requirements.*

Year 1

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
---------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Gross sales

Cost of goods sold

Gross profit margin (Gross sales less CGS)													
---	--	--	--	--	--	--	--	--	--	--	--	--	--

EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
-----------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Variable

Fixed

Total expenses (Variable + Fixed Expenses)													
---	--	--	--	--	--	--	--	--	--	--	--	--	--

Net income before taxes (Gross profit margin Less Total expenses)													
--	--	--	--	--	--	--	--	--	--	--	--	--	--

Net income after taxes (Net income less taxes)													
---	--	--	--	--	--	--	--	--	--	--	--	--	--

Year 2

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
---------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Gross sales

Cost of goods sold

**Gross profit margin
(Gross sales less CGS)**

EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
-----------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Variable

Fixed

**Total expenses
(Variable + Fixed Expenses)**

**Net inc. before taxes
(Gross profit margin
Less Total expenses)**

**Net income after taxes
(Net income less taxes)**

Year 3

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
---------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Gross sales

Cost of goods sold

**Gross profit margin
(Gross sales less CGS)**

EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
-----------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	------------	--------------

Variable

Fixed

**Total expenses
(Variable + Fixed Expenses)**

**Net inc. before taxes
(Gross profit margin
Less Total expenses)**

**Net income after taxes
(Net income less taxes)**

Break Even Analysis

Officially, break even status is when a company's total expenses equal the gross profit margin – where the company has neither made a profit nor incurred a loss. In other words, the breakeven point is when total revenue equals total expenses – in the case below; it is during the 2nd and 3rd months.

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Gross sales	100	200	200	300	300	300	300	400	400	400	400	500	3800
Cost of goods sold	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Gross profit margin (Gross sales less CGS)	100	200	200	300	300	300	300	400	400	400	400	500	3800
EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Variable	50	100	100	150	150	150	150	200	200	200	200	250	1900
Fixed	100	100	100	100	100	100	100	100	100	100	100	100	1200
Total expenses (Variable + Fixed)	150	200	200	250	250	250	250	300	300	300	300	350	3100
Net inc. before taxes (Gross profit margin less Total expenses)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	(-50)	0	0	+50	+50	+50	+50	+100	+100	+100	+100	+150	+700
Net inc. after taxes (Net inc. less taxes)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
	(-10)	0	0	+45	+45	+45	+45	+80	+80	+80	+80	+110	+600

2) Cash Flow Analysis - 3-year Projection

Cash is king – and usually, it is this aspect of the business that determines its value. It is possible for a company to consistently turn a profit, but operate as a cash-poor entity - constantly struggling to meet its financial obligations, thus limiting its growth potential. If cash from sales are not collected in a timely fashion (Accounts Receivable), then the company will struggle or underachieve.

So there are two fundamental things you need to address in your business plan, 1) Profit and loss reports depicted in the form of the 3-year pro forma report and 2) Cash flow reports as depicted in the cash flow analysis reports.

There are two basic types of accounting practices you can use in your business:

- 1) The cash accounting system
- 2) The accrual accounting system

- 1) **The cash accounting system** does not recognize accounts payable or accounts receivable. In other words, what you pay out each month and what you receive in the form of income (sales) is accurately reflected on the financial report. If you show income – you actually received it; if you show an expense – you actually paid it. This accounting format assumes that you have no accounts payable or accounts receivable. Therefore, when using the cash accounting system – **your actual pro forma report IS also your cash flow analysis.**
- 2) **The accrual accounting system** takes into consideration the fact that you will both make sales without receiving immediate payment for those sales (extending credit) and that you will make purchases and incur expenses without immediately paying for them (buying on credit). In this case, you will show all sales (even those sales you haven't been paid) as an ASSET and you will show all expenses (even though you haven't paid for all the expenses you incurred) as a LIABILITY in your financial report.

Cash Flow Analysis

INCOME	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Gross sales	100	200	200	300	300	300	300	400	400	400	400	500	3800
Cost of goods sold	0	0	0	0	0	0	0	0	0	0	0	0	0.00
Less A/R	30	60	60	90	90	90	90	120	120	120	120	150	1140
(Total Cash Available)	70	140	140	210	210	210	210	280	280	280	280	350	2660
EXPENSES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Variable	50	100	100	150	150	150	150	200	200	200	200	250	1900
Fixed	100	100	100	100	100	100	100	100	100	100	100	100	1200
Total expenses (CASH PAID OUT)	150	200	200	250	250	250	250	300	300	300	300	350	3100
Total Cash position (Total Cash Available - Total Cash Paid Out)	(-80)	(-60)	(-60)	+40	+40	+40	+40	+20	+20	+20	+20	+0	+40

This is the same report as the break-even report – and even though the company made a year-end profit of \$700 (see break-even report above), their CASH position is only \$40! Granted there are no collections (accounts receivable) included in this report, as this report has been created to exaggerate a point. In the end, a cash flow analysis report is a document that takes into consideration accounts payable and receivable to address the all-important “cash requirements” of an enterprise.

Use of a qualified accountant is recommended!

3) Capital Needs Assessment - start-up costs

It is important to know what your start-up costs will be - and initial operating expenses needed to grow your business. One of the "expense categories" you will need to address is the category of "loan repayment" or "debt service." If you purchase a house and your monthly payment for the house is \$1,000 - than you have a debt service of \$1,000 a month for that house. If you borrow \$50,000 to start your business and you have to pay that back over a period of time where your monthly payment is \$750 a month, then you have to BUDGET for this expense.

There are two major components to capital needs or start-up costs: 1) Those costs associated with getting the business ready to open its doors, and 2) Those costs associated with actually operating the business once its doors are opened for business. Based on the "cash flow analysis" report, you will know how much "capital" or "cash" you'll need to successfully build/grow the business once you open your doors.

Below is a Capital Needs Assessment report for a small start-up print shop:

Printing equipment including printing presses	\$150,000
Copier and other production (revenue generating) equipment	\$100,000
Computers and other equipment	\$ 35,000
Leasehold improvements	\$ 25,000
3 months advance payroll	\$ 10,000
3 months operating expenses	\$ 22,000
Contingency expenses	\$ 10,000
Total Start -up costs (capital needs)	\$ 352,000

If the owner puts in \$52,000 of his own money and borrows \$300,000, he will have to BUDGET a monthly expense to cover this loan.

What are your anticipated capital needs or start-up costs?

(For a Career Coaching business, you may need office space, computer, scanner, laser printer, color printer or copier)

What are your anticipated recurring or irregular expenses?

(For a Career Coaching business, you may need a web site and web hosting, bookkeeping services, telephone lines, internet service, business cards and brochures, continuing education and certifications, legal assistance, insurance, or subcontractors)

A few suggestions about creating a financial reports section of your business plan.

- 1) Use a qualified accountant or CPA
- 2) When budgeting your sales and expenses – BE CONSERVATIVE and REALISTIC
- 3) Do your homework and be sure you understand all components of these reports
- 4) If you are purchasing an on-going business – you will want to include the last 3 years P&L
- 5) If it is an established business, you will want to include a balance sheet (assets/liabilities)

Balance Sheet

A balance sheet is a financial statement that indicates the financial integrity/strength of the business as of a fixed or pre-determined date. A balance sheet is an INVENTORY of what your business owns and owes at any given moment in time. Like the net worth of an individual, a balance sheet shows the net worth of the business:

Assets minus liabilities equals net worth (also known as owner equity)

A balance sheet must be prepared in an “accepted accounting format”

Other Considerations

Below is a check list of requirements you may need to consider to build your business:

- Define success for your business
- Define 2-year business goals
- Define 3-year business goals
- Define 5-year business goals
- Develop a business mission/purpose statement
- Create a plan of action including accountability and commitment (i.e., create a web site within 30 days)
- Secure a strong accountability partner who will check your Action Plan and ask you about progress and completion dates
- Make list of potential initial expenses
 - Coaching for you
 - Hardware
 - Software
 - Company Registration
 - Web Site (Development and Hosting)
 - Phone Lines (How Many? Fax? Internet/Cable?)
 - Office Space (Rent/Lease/Buy)
 - Office Furniture
 - Electricity
 - Advertising
 - Paper and Supplies
 - Travel/Mileage
 - Conferences
 - Certifications
 - Professional Memberships
 - Other (specific to business)

Compare the pros and cons of a home-based business office versus a storefront office or executive suite:

A Home Office deters walk-in clients and sometimes deters clients to enter at all. You also risk that clients may show up unannounced for an appointment. Home offices are excellent for coaches who are primarily virtual and very self-disciplined and organized.

❑ Home Office

- Do you have a designated office space?
- Will clients need to enter your home (or will you be virtual)?
- What provisions are available for clients who bring children?
- What provisions do you have for your children, pets, and family members?
- Do you have parking spaces for clients? Do you live in an association that regulates home businesses or parking?
- Do you need to secure a post office box?
- Do you have a drop box at your home for clients who “drop by?”
- What security measures do you have in place, if you are home alone?
- Are you well-disciplined to “arrive” in your office daily and leave the house and family behind while you are working?
- How will you manage clients who show up unannounced?

Store Front Offices offer greater visibility and the potential for more income from walk-ins, but there is greater initial overhead due to the rent or lease contracts.

❑ Storefront or Executive Suite

- Do you need to secure an office space?
- Do you need to secure a loan?
- Will you lease or rent?
- Have you selected a prime location?
- Can you share space with another business?
- Will you purchase an existing résumé/Career Coaching business?
- Have you implemented security measures?

In the office, whether home or storefront, each of the following requirements needs to be researched and analyzed for convenience and cost-effectiveness:

Telephone and Internet Services

- International long-distance or stateside long-distance (where will you conduct business and how far are you willing to call?)
- 800 number (An extra expense, but the number is yours to keep for life, anywhere you move or travel to)
- Voice Mail
- Answering Machine
- Answering Service
- Call Waiting
- Multiple Phone Lines
- Bridge Lines
- Earphones
- How many lines (Phone, fax, credit card machine):
- Internet Service

Computer Requirements

- Word compatible software (MS Word is the preferred word-processing program for 99% of businesses and online résumé builders)
- Storage
- Laser Printer
- Color Printer/Copier
- Scanner
- Online Video Camera (for long-distance coaching and interview role playing)

Equipment and Office Supplies

- Will you provide résumés or other coaching materials on disk, hard copy, or both? Or not at all.
- Laser Paper
- High-quality stationery
- Stationery and Envelopes
- Presentation Folders
- Disks, Stapler, Calculator
- Three Hole Punch
- File Folders
- Printer Cartridges
- Storage Containers
- Address Labels, Disk Labels

-
- Networking Cards
 - Notebooks
 - Video Camera and TV (for Career Coaching and interview role-playing)

Mail

- U.S. Postal, Federal Express, UPS, Airborne
- Mail Account with UPS or similar shop (if you open an account with such a shop, just walk in and drop off your mail)
- Postage machine in the office

Web Site

- Do you need a web site? Why or why not?
- Is your business long-distance or local?
- Will you develop your web site or do you need to hire someone to build it?
- Will you host your site, or will you hire a web master?
- How extensive do you want your web site to be, i.e., will it contain a service agreement, fees, and articles?

Payment Methods

- Checks
- Money Orders
- Visa/MC/Discover/American Express/Pay Pal / Other
- Cash
- Credit Card Machine
- Online credit card acceptance software?

Investment Structures & Service List

- A la Carte services
- Package Pricing
- Niche Services & Products
- Broad Services & Products

Final Comments

The final component or chapter of your business plan is a section for miscellaneous documents, data, records, and/or material that will complete the plan. The addendum includes information that backs up and supports the plan. Below is a sample of material that might be incorporated into your business plan.

- 1) Legal information
- 2) Accounting material
- 3) Insurance related information
- 4) Banking/lender information
- 5) Credit reports
- 6) Contracts
- 7) Résumés and biographies
- 8) Letters of reference and testimonials
- 9) Owner's financial statements
- 10) Location data and information (leases, etc.)
- 11) Demographic studies
- 12) Newspaper articles or other relevant media data or information
- 13) Partnership agreements or articles of incorporation
- 14) Copyrights, trademarks, patents, etc.
- 15) Logo, pictures, etc.

The Review Process

Are you effective at what you are doing with little excess? At the completion of each year, or upon completion of specific goals, you should conduct annual or periodic reviews. Your business plan should include a review system to evaluate ROI for marketing, services offered, difficult clients, and so forth. If something did not work or provide a profit during the previous cycle, you may want to remove it from your plan.

Only focus on those things that work and boost your income, credentials, company name in the marketplace, as well as bring you pleasure on the job. Keep business plans moving forward and adapt them to meet the changing needs of your clients and the changing requirements in the careers industry.

|| POINT-OF-SALE & CUSTOMER SERVICE

At a fast food restaurant the Point-of-Sale is at the cash register. The customer has reviewed the menu board and is ready to order food items for sale. The cashier makes the sale and collects the cash. If there are more workers in the kitchen making burgers and no one is at the cash register, no sales are made. The cashier also has the ability to increase a sale by asking questions,

“Would you like cheese with that burger?”

“We are having a special promotion today; would you like to upgrade your meal to a larger size for only .99 cents?”

“Would you like to try our brand new steak sandwich? You will receive a coupon for a free sandwich on your next visit.”

The appearance, voice, cleanliness, politeness, and courtesy of the cashier will impact the sale.

In your business, where is your point-of-sale?

(On the phone, via your web site, in person?)

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____

How will you make the sale?

(On the phone, in person, in writing, after a consultation, immediately upon request?)

1)

2)

3)

4)

5)

6)

7)

8)

9)

The coaching skill “listening” is also an excellent sales tool. Clients want to feel important and they would rather “feel” like you care about them and their circumstances, than listen to you “sell” them on your services.

In a Career Coaching business, the moment of Point-of-Sale is understanding your client’s career needs and building rapport with the client. And the best way to understand your client’s needs is to ask them about their situation. Here are sample phone calls with a prospective client:

Call #1:

Hello, my name is Tom and I need a résumé. What does it cost?

Well, you called the right place. I am an expert résumé writer. I have 15 years of experience in Career Coaching and writing résumés and I carry six industry credentials as well as awards and articles. Your cost is \$250 for a résumé and we can start today. If you just give me your credit card number, I’ll fax over the worksheets you need to get started.

Call #2:

Hello, my name is Tom and I need a résumé. What does it cost?

Hi Tom. Résumés are unique to each client based on your career field, areas of expertise, the type of résumé you need, i.e., corporate or federal, and the length of time that may be involved in the project. May I ask you a few questions to get a better idea of what you need?

- What do you do right now?
- Are you currently employed?
- Why are you seeking new employment?
- What type of position are you seeking?
- What industry are you targeting?
- Where will you circulate your résumé (companies)?
- Will you conduct an online career search or hard copy mailings?

This basic line of questioning will provide a wealth of information about the client that may lead the client to realize they need much more than just a résumé. For example, they may not be familiar with conducting an online career search campaign, and they may begin to ask questions about developing a career management program for themselves.

The more you connect with the potential client, the more they will trust and believe in you to help them find new employment.

Dale Carnegie reminds us that the sweetest word we will ever hear is our own name. So, when a client calls, write their name on a piece of paper and use it often in the conversation.

If you manage a niche clientele, you may also incorporate some very specific questions that will make your clients feel at ease:

- If your clients are retiring military officers, you may want to speak their language and ask about their military occupational specialty, advanced training, or ranks;
- if your clients are medical professionals you may ask about education, private practice or medical centers, or their specialty areas;
- and if the client is laid-off you may ask about insurance, COBRA (Consolidated Omnibus Budget Reconciliation Act) health benefit provisions which provides continuation of group health coverage that otherwise would be terminated. It is available to some employees in companies with 20 employees or more. For more

information see http://www.cobrainsurance.com/COBRA_Law.htm, unemployment, and budget requirements.

All these questions are the beginning of the coaching process, which also helps land sales.

If you are uncomfortable making sales, write scripts using some of the above questions and some questions specific to your niche clientele, that will help your clients believe that you already know a little about them.

Make a list of basic questions you can ask potential clients at the outset of every initial phone interaction to help you 'know' them quickly, and help them build confidence and trust in you:

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____
- 6) _____
- 7) _____
- 8) _____
- 9) _____
- 10) _____

Make the Sale

Once you gain the client's confidence, they will pursue the investment. "How much do your services cost?" they will ask. You must determine how you will price your services and how you will present the fee schedule/investment proposal to your clients.

There are several main methods for delivering the fee information to the client:

1. Deliver the message verbally over the phone or verbally in person
2. Deliver the message in an informal/response type email
3. Deliver the message in a formal written investment proposal as a Word attachment

Client's who secure Career Coaches need to know that they are making an *investment* in their careers and their career futures. If you do your job right, your clients will be able to effectively conduct a career search campaign at any future time in life, without you.

Ask your client to calculate how much money they are losing by being unemployed for a week, month, or year. If your client was making \$48,000 annually and becomes unemployed for 3 months, he loses \$12,000 in wages (as well as loses money from savings, interest, investments and potential income). If he pays you \$2,000 for a résumé and Career Coaching and is employed in one to one and a half months, he only loses \$6,000. But that \$6,000 is important, as it also applies to retirement, social security, and other benefits. So the actual numbers are exponential in what the client gains by investing money to cut the search in half.

If a client asks about fees over the phone, and you feel as though you have adequately gained the client's trust, you may deliver the investment at that time and follow up with a written service agreement. Some clients are just fishing to compare fees. In that case, you may want to provide a fee over the phone, to automatically screen-out a "price shopper."

When you purchase something of value, you often have to ask to see the price tag. Even at the mall or grocery market, the items have written prices. If the car breaks down, you get a written estimate. If your client gets a job offer, you encourage them to obtain the offer in writing. So, you may want to deliver an investment proposal to your clients in writing.

After an initial five or 10 minute consultation over the phone, you can send your client an investment proposal with a list of services that the client requested or that you believe will best suit the client. This method allows the client to review the investment and services and call with questions. Once the investment proposal/service agreement is returned, the coaching program may move forward.

|| INVESTMENT STRUCTURES & SERVICES

“People do not necessarily pay for credentials or degrees, but rather they pay for expertise.” – Thomas J. Leonard

Thomas J. Leonard, founder of the International Coach Federation charged \$450 per hour for coaching services. Fees for Career Coaching run from \$50 per hour to \$500 per hour and up. You need to determine an appropriate hourly rate for the services you offer and decide if you will charge by the hour or by the package.

Attach Value to Your Coaching Services

Al la carte

Hourly Rate: Determine an hourly rate, based on the value you provide your clients and the amount of money you know you need to run your business (refer to business plan), combined with the dollar figure you marked as a goal for profits; and quote the hourly rate to your clients. If a client wants an hour or two of specific coaching (perhaps just interview training), then you may simply quote an hourly investment and charge accordingly.

Bundle Up

Package Investment: If a client elects a full-service Career Coaching package that includes a résumé, weekly coaching sessions, interview training and salary negotiation review, and guidance with online résumé placement – determine your hourly rate for coaching and research.

Then determine how many hours it will take you to work with a client on a full-package program, and calculate the number of hours required to complete a full package of services, times your hourly rate.

Sample # 1:

- 1 hour initial consultation and sending intake forms and homework (1 hour)
- 3 months of Career Coaching with one 30-minute session weekly (6 hours plus 20 minutes each week to send documents, respond to emails and follow-up after telephone calls with tips, suggestions, etc., 4 hours, (total of 10 hours))
- Assessment testing and review of assessment instruments (2 hours)
- 2 hours of interview training (2 hours)
- 3 hours to write and edit a résumé and cover letters (3 hours)
- Research on behalf of the client (6 hours)

Total package in hours worked: 24.

If your hourly rate is \$100, then your client's investment is \$2,400.

After you work with clients for a while and you refine your packages, you will have a much better grasp of the number of hours you spend on certain aspects of each package, i.e., a federal résumé may require many more hours to prepare than a corporate résumé.

Sample #2:

Your client may request only certain services:

- Goal Planning (4 hours of coaching in 4 one-hour sessions, plus an additional 1.5 hours of preparing and sending homework assignments and evaluating assessment testing, for a total of 5.5 hours)
- Résumé including 1 hour résumé interview session (3 hours)

Total Package in hours worked: 8.5.

If your hourly rate is \$100 then the client's investment is \$850.

Additional services may include

- Marketing letters
- Network Card Design
- Endorsement List
- Salary History and/or Salary Requirements
- Federal Résumés with Knowledge, Skills and Abilities Statements
- Detailed/Targeted Company Research
- Mailing Campaign
- Online Résumé Transmission Services (How long does it take you to post a client's résumé into a menu driven online form?)
- Online Job Board and Career Search Training
- Review / development of LinkedIn or other Social Media profile
- Career Search Campaign Strategy
- Goal Planning
- 60-second Infomercial
- Networking

|| BUSINESS PLAN (SHORT FORM)

When you are completed with the exercises in Scripting Business Success, use the short form Business Plan below to fill in the main requirements for your business and post it in an easy to find and refer-to-daily location. As you complete your goals, check them off (and indicate date of completion) and add to your business plan to keep your practice moving forward. Also, use this short form business plan for your clients who are seeking entrepreneurial ventures.

MINI BUSINESS PLAN

DATE	COMPANY NAME
-------------	---------------------

COMPANY MOTTO	COMPANY LOGO
----------------------	---------------------

COMPANY MISSION STATEMENT	
COMPANY OBJECTIVES (WHAT WILL MAKE YOUR BUSINESS CREDIBLE AND VISIBLE) 1. 2. 3. 4. 5.	COMPANY GOALS 1. 2. 3. 4. 5.

WHAT WILL CLIENTS SAY ABOUT YOUR SERVICES/PRODUCTS, IF YOU ARE SUCCESSFUL AT MEETING YOUR MISSION STATEMENT?

ACTION PLAN (WHAT STEPS WILL YOU IMPLEMENT TO MEET YOUR GOALS?)	COMPLETION DATES
1. 2. 3. 4. 5.	

BUSINESS REQUIREMENTS
1. 2. 3. 4. 5.

PRODUCTS/SERVICES

- 1.
- 2.
- 3.
- 4.
- 5.

CUSTOMER SERVICE PHILOSOPHY

- 1.
- 2.
- 3.
- 4.
- 5.

MARKETING

- 1.
- 2.
- 3.
- 4.
- 5.

FINANCIAL REQUIREMENTS

- 1.
- 2.
- 3.
- 4.
- 5.

ANNUAL REVIEW PROCESS (MONITOR ROI AND MAKE ADJUSTMENTS)

- 1.
- 2.
- 3.
- 4.
- 5.

ACCOUNTABILITY PARTNERS (YOUR PERSONAL BOARD OF DIRECTORS)

- 1.
- 2.
- 3.
- 4.
- 5.

|| TALENT ACQUISITION & MANAGEMENT - WORKPLACE COACHING

...A section for HR Professionals, Employment Readiness Specialists, College Counselors, and Career Coaches working within other organizations.

An employer said to me recently, "The biggest mistake I can make as an employer is hiring the wrong person." The reason being, is it is very expensive financially and emotionally for management and staff if a wrong person is hired for a position in a company – and it does not matter if the company is large or small.

Talent management includes the full lifecycle of employment from recruitment, hiring, on-boarding, training and development, promotions, and retirement. It also includes addressing lay-offs (including outplacement services), firings, and encore careers.

A wrong hire can cost a company money and also have a ripple effect of potential negative impacts of unresolved conflict in the workplace:

- Stress
- Costly lawsuits and litigation or unemployment insurance costs
- Workplace disruption
- Decreased productivity
- High employee turnover
- Higher absenteeism (which studies show can cost larger employers more than \$1 million annually)

High Employee Turnover results in knowledge gaps, plus costs associated with exit, severance, recruitment, and on-boarding, which are estimated to be up to four times an employee's annual salary and benefits:

- There are costs involved with Exiting an employee: HR & Administrative Costs including the exit interview, stopping payroll, changing benefit enrollments, unemployment insurance and, attorney's fees, COBRA health insurance notification, and other administrative activities
- Severance Costs (if applicable)
- Lost Knowledge/Knowledge Gap
- Re-delegation of Work (Cross-training of current employees, overtime, increased workloads on current staff)

-
- Recruitment Costs (Advertisements, Screening / drugs & background checks)
 - On-boarding (Training and Productivity Ramp-up)

Employers

To help ensure a quality hire, employers/HR specialists may engage in a long list of processes: An employer will ascertain relevant information from the applicant and ask dozens of questions via one or multiple interviews, ask the candidate to take assessment tests, complete a job application, request copies of documents from candidates (resume(s), social media bios, an application, Knowledge, Skills, and Abilities statements, a portfolio of work, a sample of written skills, salary history, bio, covering letters, reference list, submit a PowerPoint presentation, and or other documents deemed necessary).

The employer will Google the candidate and conduct a reasonable investigation (background check, drug testing, and possible government security clearance investigation) of this potential investment (one-half to four times the person's annual wages and benefits to hire and onboard this person - costs include Recruitment [Advertisements, Screening - drugs screening and background checks]; On-boarding [Training and Productivity Ramp-up]; Re-delegation of Work [Cross-training of current employees, overtime, increased workloads on current staff]; Severance; Lost Knowledge/Knowledge Gap; Vacancy costs [including the net cost/savings incurred due to increased overtime or temporary employees needed to complete the tasks of the vacant position]; starting payroll, changing benefit enrollments, and other administrative activities), before finalizing the transaction.

The HR professional will make every effort to ensure the worthiness of the investment before signing an employment contract.

Despite these measures, sometimes the candidate still proves to be less than stellar, is asked to leave the company, and the process begins again.

Coaching in the Workforce

Coaching in the workforce can be positive throughout an organization, help prevent stress, help elevate morale, and reduce employee turnover. Organizational development addresses change, communications, and trust.

On-boarding

New employees may not always receive the proper training and welcome from their hiring managers. And, even if they do have a good hiring manager, they may still need additional coaching to ensure a positive on-boarding experience during the initial six or 12 months, especially during a probationary period. These new employees may feel overwhelmed and confused in their new roles.

Developing and implementing an on-boarding coaching program, to keep track of new employees' progress, will help them feel more confident in their new roles. You will also have a pulse of how new employees are progressing in their first several months with the company. You may include reflective sessions and conduct situational analysis, as needed, or on a regular schedule.

Questions to ask a new employee to monitor progress and create awareness for the employee, hiring manager, and the HR office:

- How are you adjusting to your new role?
- What challenges are you experiencing?
- Is there any aspect of the new job that is overwhelming you? If so, what might be the reasons? (Lack of leadership, lack of team support, lack of skill sets, lack of interest, conflicts on the team, feelings of being used or unappreciated, other)?
- Tell me about your successes so far:
- What factors contributed to your successes?
- What actions can you take to change or improve your situation?
- What actions do you need to take to improve your work life balance?
- What support do you need from your manager, that you believe will help you excel in your role?
- What type of feedback have you received from your manager?
- What support are you receiving from your manager and your team?
- What can you do to cope with your feelings?

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- What support do you need to be successful?
 - What can you do differently to manage your workload and delivery expectations?
 - Do you feel you are a good fit for the role? Why or why not?
 - What is a realistic work-plan for the next 3, 6, and 12 months?
 - Are there any new skill sets that you need to help you be more successful in this role?
 - What would you like to see happen?
 - How can you adjust the situation?
 - What options can you consider if you do not pass your probation, or get promoted at the end of the 12 months?
 - What else might work in this situation?
 - Who can help you with that?
 - Can you accomplish that by ... (date)?
 - Tell me what worked and what did not work?
 - How can you change it?
 - Where are you at in terms of meeting your goals?

Performance Management

Managing performance within an organization may be focused on coaching and developing individuals to perform better, to help them reach their goals; working with teams or groups of individuals to help them attain their goals and get back on track toward meeting projects deliverables; or coaching "Super Keepers" to gain additional leadership skills, grooming them for additional leadership responsibilities or roles. It focuses on employee performance and improvement to ensure high levels of productivity, morale, and general contentment in the workforce. All companies want to attract and retain exceptional talent.

Managing performance includes designing professional development plans for employees, including goals and milestones.

Coaches may coach managers to manage better when supervising employees with performance problems; they may coach the employees with the performance problems; or in some cases, coaches may work with both the manager and the employee. As a coach, you may find that the employee is struggling because the workload is too high, the manager's expectations are too unrealistic in meeting deadlines, there is a lack of resources and tools available to adequately accomplish a

task, the manager's supervisory style is ineffective / perhaps he takes favorites; expectations are unclear, and other issues. This information may need to be shared with the manager in a confidential manner.

The manager will also need to provide constructive feedback about the employee, describing positive work performance and areas for improvement.

The coach may want to develop a performance development plan to be shared with both the employee and manager to help both parties work toward meeting common goals. As a coach, help each party define success in their roles and have them identify their goals. Both parties may also benefit from an assessment – a 360 degree assessment or Work Behavior Inventory assessment.

Performance management may identify areas for improvement including quality of work output, use of resources, team management, customer service, and timeliness of delivery of output, and more.

Performance and Development Plan

A Performance and Development Plan (PDP) is a tool to support effective employee performance management. The Plan may include the following categories:

Performance Planning

- Performance Expectations (Results and Competencies)
- Training and Development Needs/Opportunities
- Organizational Support

Performance Assessment

- Interim Reviews
- Performance Feedback (Results and Competencies)

Without such a plan, employees will not know what is expected of them for high performance, and there may be frequent confusion and conflict between the manager and the employee. A similar plan can be created for project teams.

Results should be clarified, referring to the “what” of the job. Based on the primary areas of responsibility, what are the most important outputs or outcomes expected during the performance period? The expected results should be stated in measurable or observable terms, to the degree possible.

Competencies refer to the “how” of the job – the behavior that the employee engages in when carrying out the “what” of the job. Competencies are those measurable or observable knowledge, skills, abilities, and behaviors critical to success in a key job role or function. Key competencies that are specific to the job should be included in addition to competencies that are core to the organization.

Position-specific competencies are best determined through a job analysis process. As the coach/HR specialist, you may need to work with managers to adjust position descriptions to ensure clarity between managers and their employees. Below is an example of what the Verbal Communication competency may read like for a specific company and position. This competency requires the employee to be able to speak clearly and effectively and communicate with varied audiences. This person might need additional training in public speaking or body language skills, should this person require assistance with building this skill set:

Verbal Communication

- Effectively express ideas and information through the spoken word using language that is appropriate to both the complexity of the topic and the knowledge and understanding of the audience.
- Clear audience communication: Speak using a clear voice at a volume and pace appropriate to the situation. Recognize when to pause to allow the listener time to assimilate information and ask questions.
- Read audience: Interact with and read the audience, recognize problems, and adjust the language, tone, pace, volume, etc. as necessary to ensure audience understanding.
- Present complex information: Effectively translate complex or technical concepts into messages lay persons can readily understand and grasp.
- Persuasion techniques: Speak in a way that captures and holds the attention of the listener. Choose language intended to persuade or influence the listener’s opinions.
- Clear presentation: Explain or present information in a clear, concise, logical manner that achieves understanding of the intended message.
- Non-verbal communication: Appropriately utilize body language, facial expressions, and vocal inflection and tone to help convey ideas and information.

Leadership Development

For Super Keepers, those employees who have been identified as leaders who will rise to the top, there is always room for continued growth. Leaders are expected to lead change, develop people, impact results, administer resources, and build coalitions.

Leaders may benefit from a strengths-based assessment (360 degree assessment Strengths Finder 2.0, or Work Behavior Inventory) to identify strengths and learn to leverage these strengths, and also leverage areas of weakness.

Strengths can cover many competencies including: problem solving, being results driven, business acumen, planning, communications, and time management. Career stallers or stoppers may include lack of composure, failure to build or manage a team well, insensitivity to others, political missteps, and over managing / micro managing. These issues may be addressed with a career coach, as part of a performance management plan.

As a coach, you may ask the leader, after completing an assessment:

- "How can you apply your highest scoring leadership styles and competencies within your organization?"
- "How can you further enhance your strong leadership competencies?"
- "What situations will benefit from your lowest scoring leadership competencies?"
- "How can you improve your lower scoring leadership competencies/skills?"
- "Have you identified changes you may need to make in your leadership style to be a more effective leader? What are they?"
- "What career stallers or stopper have you identified?"
- "How can you improve your career stallers or stoppers?"

Working with a leader, may mean that after conducting some assessments and a gap analysis / spring-boarding (page 10 in module IV Section 2), your leader may benefit and enhance his leadership style and competencies by attending an executive leadership program, joining Toastmasters to strengthen and further enhance public speaking skills, or identify a senior executive mentor who can oversee his succession plan and who the junior leader can shadow.

Resources for Leadership Assessments:

Lominger Limited (360-degree assessments): www.lominger.com

Strengths Finder: www.strengthsfinder.com

Skillscope: www.ccl.org

Work Behavior Inventory: www.hrconsultantsinc.com

How can you work best to coach your leadership identify their strengths and move to the next level?

What resources, assessments, and procedures can you use and or develop to help leaders in your organization?

Resolving Conflict

Conflict in the workplace is inevitable – we encounter it every day in our professional and working lives. In every workforce, there are (and necessarily so) differences of opinion, professional disagreements, disputes, and conflicts.

Causes of conflict arise from differing opinions, disputes, and confusion. Issues vary and include: Power, attitudes, personalities, jealousy, fear of change, conflicting objectives, performance evaluations, team projects, and poor communication.

Symptoms of conflict often have people acting out and being negative, until a mutual understanding of interests have been identified, and then options have been generated. Once conflict has been managed in ways that meet all parties' needs, then relationships can be restored.

As an internal coach, when you are working with on-boarding candidates and monitoring their progression, you may identify trends in certain departments or among certain employees. For example, you may learn of dysfunctional teams, hoarding of information, leadership or management issues, back-stabbing, unhealthy competition, inequitable salaries or work hours, and other stressful situations. This information can arm you to implement coaching sessions with other affected employees or to address issues with appropriate leadership.

There are two main types of conflict:

Dysfunctional Conflict

Talking to someone else about the conflict

Backstabbing

People who need to know are left out of the informational loop

Functional Conflict

Talking directly to the person one has conflict with

Moving into action that is productive and constructive

Your goal as a manager/leader/coach is to try to help disputing parties resolve their issues applying functional conflict strategies. You can provide informal problem-solving coaching and discussions where you provide skillful leadership by facilitating structured discussions aimed at helping others manage their conflict.

Here are possible probing questions to ask to explore a problem or conflict:

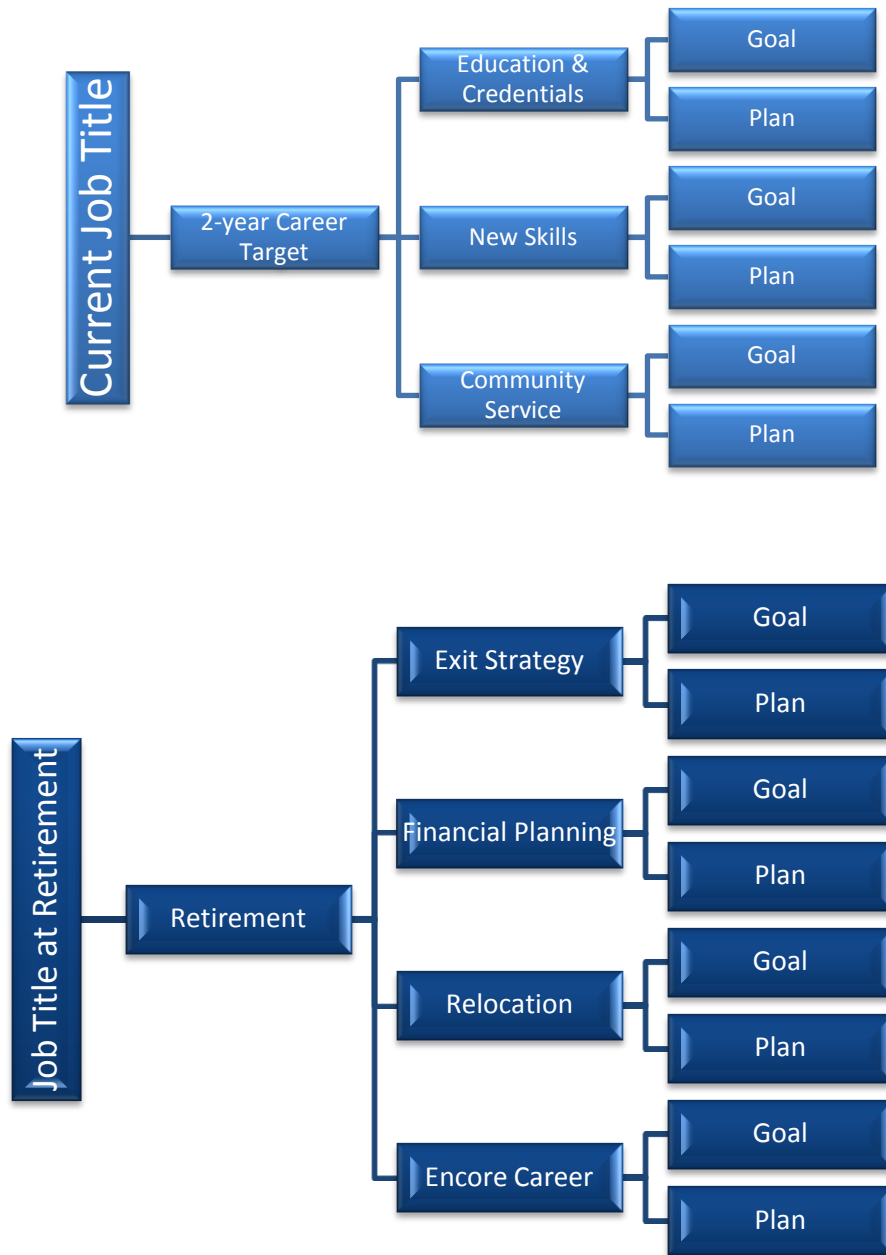
- What is the situation you would like to address?
- Who was involved, what happened, how long have you been putting up with this situation, etc.?
- How has this situation affected you?
- What is the problem for you?
- Why is that a problem?
- How does that make you feel?
- What concerns you the most about this issue?
- Why is that important to you?
- If you do not resolve this, what do you think the impact would be on other areas in your life?
- How is the conflict affecting you / this team?
- How is the conflicting affecting your work?
- What is important to the other person?
- Why do you think it is important?
- How does your style differ from Joe's style?
- How do you think you are being perceived by the other person?

Progression & Succession Planning

Successful employees have a succession plan. A succession plan serves as a guide throughout one's career, with a target requirement. The plan may include educational goals, employment and salary target goals, a plan to move up the ladder, and anticipated retirement.

In the case of US military members, the succession plan may include an encore career, beginning after retirement from the military, at the approximate age of 40 to 45.

Below is a sample exercise to help coaching clients prepare a succession plan. This can be recreated for five to 10 years, 10 to 15 years, 15 to 20 years, and on to retirement.



SUCCESSION PLAN (2-YEAR TARGET)

Current Job Title:	
2 Year Career Target:	
Education & Credentials	Goal
	Plan
New Skills Required	Goal
	Plan
Community Service	Goal
	Plan

SUCCESSION PLAN (RETIREMENT TARGET)

Job Title at Retirement:	
Retirement:	
Exit Strategy	Goal
	Plan
Financial Planning	Goal
	Plan
Relocation	Goal
	Plan
Encore Career	Goal
	Plan

Career Services Programs

For those working as Career Services practitioners / coaches, you often work with a challenging population who are seeking employment and needing to learn job search skills to obtain employment.

For example, college counselors work with graduates who may have never held a professional job; or they are now prepared to seek employment in the industry of their major - so the job search becomes a total job change.

One-stop center coaches work with those in crisis, many have been laid off, fired, or even some have been incarcerated.

Community center and vocational center coaches work with clients who have been laid off, making a transition from motherhood back into the workforce (or into the workforce for the first time), and other challenging clients.

Military Employment Readiness Specialists (and TAP and ACAP Counselors) work with clients who many have never owned a resume, never engaged in an interview, and you may only have the opportunity to meet with them for one or two hours in total, before they move on to their next assignment or location.

As career coaches, you will mostly likely provide an entire career management program to your clients to help them develop resumes, script accomplishments stories, help them prepare for interviews, and guide them in conducting research, networking, selecting employment opportunities, executing the job search (using Traditional and Social Media/Web 2.0 tools), and on-boarding, as well as succession planning. (See Career Coaching Program Schedule on page 74 in Module V).

What service offerings do you need to develop to ensure a smooth coaching experience in your office for your clients?

What products can you develop to help streamline the coaching process in your office?

What tools from the Gear Box will be most helpful in creating a coaching program for your clients?

Conclusion

The goal as a coach, whether internal career services coach (HR professional) or external (outplacement) is to provide clients with the tools needed to succeed within their employment environment (within an organization, or to execute an effective job search campaign).

Using the tools available in the program, you can design a career coaching program that meets the needs of your specific clients.

**WORKFORCE MANAGEMENT - CAREER COACHING SERVICE OFFERINGS PLAN
FOR HR, OUTPLACEMENT, COLLEGE & EMPLOYMENT READINESS
PROFESSIONALS**

YOUR NAME:

DATE	COMPANY NAME
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DESCRIBE YOUR COMPANY AND MISSION	YOUR JOB TITLE:
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<p>OBJECTIVES FOR YOUR OFFICE/EMPLOYEES/CLIENTS (WHAT WILL YOUR CLIENTS BE ABLE TO ACCOMPLISH AFTER WORKING WITH YOUR OFFICE?)</p> <ol style="list-style-type: none">1.2.3.4.5.
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<p>WHAT SERVICE OR PRODUCT DO YOU SUGGEST TO DEVELOP TO HELP YOUR OFFICE OPERATE MORE EFFECTIVELY AND BETTER SERVE YOUR CLIENTS?</p>

ACTION PLAN (WHAT STEPS WILL YOU IMPLEMENT TO MEET YOUR GOAL?)	COMPLETION DATES
1. 2. 3. 4. 5.	1. 2. 3. 4. 5.

RESOURCE REQUIREMENTS

1.

2.

3.

4.

5.

MARKETING

- 1.
- 2.
- 3.
- 4.
- 5.

ANNUAL REVIEW PROCESS (MONITOR ROI AND MAKE ADJUSTMENTS)

- 1.
- 2.
- 3.
- 4.
- 5.

ACCOUNTABILITY PARTNERS (YOUR PERSONAL BOARD OF DIRECTORS)

- 1.
- 2.
- 3.
- 4.
- 5.

**WORKFORCE MANAGEMENT - CAREER COACHING SERVICE OFFERINGS PLAN
FOR HR, OUTPLACEMENT, COLLEGE & EMPLOYMENT READINESS
PROFESSIONALS**

SAMPLE

YOUR NAME: COACH

DATE 1/1/12	COMPANY NAME XYZ Accounting (Established Company)
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DESCRIBE YOUR COMPANY AND MISSION: My company is a large accounting firm with 700 employees in six offices. Our clients are corporate.	YOUR JOB TITLE: HR Professional
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OBJECTIVES FOR YOUR OFFICE/EMPLOYEES/CLIENTS (WHAT WILL YOUR CLIENTS BE ABLE TO ACCOMPLISH AFTER WORKING WITH YOUR OFFICE?) 1. Hire the best and most talented employees 2. Ensure a positive hiring experience 3. Maintain high retention 4. Identify problem areas and provide coaching to resolve issues 5. Introduce Performance Development Plans to boost morale and ensure expectations are clear
--

WHAT SERVICE OR PRODUCT DO YOU SUGGEST, AND NEED TO DEVELOP AND IMPLEMENT TO HELP YOUR OFFICE OPERATE MORE EFFECTIVELY?

I will create a Performance Development Plan for all employees and begin to work with each manager and employee to identify employee strengths and leverage those strengths in the workplace.

I will introduce assessment testing for all employees, including a 360 -degree assessment, to help employees identify strengths and operate from a position of strengths.

ACTION PLAN (WHAT STEPS WILL YOU IMPLEMENT TO MEET YOUR GOAL?)	COMPLETION DATES
<ol style="list-style-type: none"> 1. Design Performance Development Plan, including a list of competencies and definitions for each competency, required of accounting and finance professionals 2. Conduct exit interviews of all employees who leave. 3. Prepare proposal for senior leadership 4. Conduct test pilot of PDP 5. Gain approval and complete project. Implement new tool for all employees companywide 	<ol style="list-style-type: none"> 1. Immediate 2. Continually 3. Present proposal within 45 days 4. Begin Pilot in 3 months 5. Roll out in 6 months

RESOURCE REQUIREMENTS

1. Staff writers needed from the communications department.
2. Researchers and interviewers to speak with hiring managers to develop competency definitions.
3. Format developers to design the format of the content and sections.
4. \$XX requested from accounting for incidentals and uploading the forms into the SharePoint portal.
5. IT Specialists to manage the SharePoint programs.

MARKETING

1. Send in-mails to all managers and senior leaders.
2. Send emails and flyers to employees.
3. Post information about the new program on the company internal website pages.
4. Draft a press release, introducing a new positive program at the company, to try to draw new candidates.
5. Host town-hall meetings to answer questions about the new program.

ANNUAL REVIEW PROCESS (MONITOR ROI AND MAKE ADJUSTMENTS)

1. How effective is the Performance Development Plan after 12 months?
2. Has morale improved across the company?
3. What is the current rate of retention compared to when I began?
4. Do the competencies in the Performance Development Plan align with the hiring manager's and departmental needs to meet client expectations?
5. Conduct feedback sessions and make adjustments to the Performance Development Plans.

ACCOUNTABILITY PARTNERS (YOUR PERSONAL BOARD OF DIRECTORS)

1. HR Manager
2. Hiring Managers
3. VP Of Finance and Resources
4. Joe, my colleague from another company
5. Susan, My gym partner